

A STUDY ON INTRA-ORGANIZATIONAL EMPLOYEE RELATIONSHIP IN KALI BMH SYSTEM (P) LIMITED

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"The glue that holds all relationships together--including the relationship between the leader and the led--is trust, and trust is based on integrity." --Brian Tracy

ABSTRACT

People form an organisation because they have learnt to fulfil their needs more effectively in groups rather than as individuals. Thus, an organization is a means to achieve mutual goals more effectively with the increasing specialization of workers. Increasing age and complexity of industrial business and military organizations, has created complexity in relationships among the individuals in modern era. The principal focus of organizational behaviour is to improve the people-organization relationship. This helps to develop an environment in which people are motivated towards teamwork. Thus this paper has made an attempt to study the application of psychology (science of mind) in industry which involves three kinds of interpersonal relationships namely relation between the worker and his superior, worker and his fellow workers and between the worker and management.

Keywords: Behaviour, Inter- personal, Organisation, Psychology.

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INTRODUCTION

Human Behaviour in organization is determined partly by the requirements of the formal organization and partly by the personal systems of the individuals forming the organization. The behaviour that emerges from this interaction defines the field of the organizational behaviour. Human Behaviour is the study and application of knowledge about how people – as individuals and as groups – act within organizations. It strives to identify ways in which people can act more effectively.

STATEMENT OF THE PROBLEM

The level of motivation and trust among the employees is lapsed in organizations. The level of communication is not effective and also the participation of an employee is too low. Many problems arise because of lack of inter-personal relationship among employees. This study is made to analyze the above problems and to ascertain the level of conflict resolution in the area under study.

OBJECTIVES OF THE STUDY

1. To study the inter-personal relationship among employees.
2. To identify the employee-relationship with employer.
3. To find out the degree of superior and subordinate relationship in the organization.

HYPOTHESIS OF THE STUDY

H₀: There is no significant association between the department and the intra-department relationship a cause for healthy relationship.

RESEARCH DESIGN

Primary data is collected in the form of structured questionnaire and Secondary data is collected from the company records, journals and various websites. Closed ended Questionnaire was used for the purpose of data collection. A sample of 90 respondents is chosen for the purpose of study. The study is based on Simple Random Sampling Technique. The tools used for the purpose of data analysis and interpretation were Simple Percentage Analysis and Chi-square test.

LIMITATIONS OF THE STUDY

1. It is difficult to elicit responses from employees who do outdoor activities.
2. There may be personal bias on the part of respondents, which may affect the results of the study.
3. The attitude of the workers may change from time to time. Hence the result of the study is confined to the area of study and cannot have universal application.

REVIEW OF LITERATURE

Jing Wang (2011), in his research work “Reducing Work–Life Conflict: The Role of Participating in Decision making “has explored how participation in decision making (PDM) can help employees balance the demands from work and life. Based on Karasek's (1979) job demand–job control model, this study hypothesizes that work hour's moderate the relationship between PDW and work–life conflict. Using a linked employer and employee two-year survey, this study found out that PDM can reduce work–life conflict, but the reduction only works for employees who work long hours. For those employees who work short hours, PDM would increase their work–life conflict.

Joachim Huffmeier, Guido Hertel, (2011) in his article “Many cheers make light the work: how social support triggers process gains in teams” has explored that social support from fellow team members had been neglected as a unique source of process gains in teams. This paper had introduced the Model of Social Support within Teams (MSST) that explicated testable hypotheses on effects of team partners' affective and task-related support on team performance. A theoretical model was proposed that specifies the psychological mechanisms by which affective and task-related support from fellow team members evoke process gains in teams compared with individual work. It was predicted that affective support predominantly increases individual members' motivation, while task-related support predominantly improves coordination within teams.

Peter Kesting, John ParmUlhoi, (2010)in his research work "Employee-driven innovation: extending the license to foster innovation" had outlined the “grand structure” of the phenomenon in order to identify both the underlying processes and core drivers of employee

driven innovation (EDI). This was a conceptual paper. It particularly applies the insights of contemporary research on routine and organizational decision making to the specific case of EDI. The main result of the paper was that, from a theoretical point of view, it makes perfect sense to involve ordinary employees in innovation decisions.

J. David Knottnerus (2010), in his work “Collective events, rituals, and emotions” has addressed the issue of how special collective ritual events operate and influence actors’ emotional states leading to commitment to a group. It was argued that in such events (e.g., rallies, holiday celebrations, and religious ceremonies) the greater the emotional intensity experienced by persons, the greater will be their commitment to and solidarity within the group. A model was proposed, which identified several factors involved in such a process. The model was built on a body of theory and research, “Structural Ritualization Theory (SRT),” which focused on social interaction and the generation and transformation of social structure.

Zinta Byrne, Virginia Pitts, Dan Chiaburu, Zachary Steiner, (2011) "Managerial trustworthiness and social exchange with the organization” have examined how managerial trustworthiness and social exchange with the organization integrate with perceived organizational support to relate to supervisor-rated job performance and self report organizational commitment. A sample of 119 full-time employees from a variety of occupations at a single organization completed surveys. Their supervisor rated job performance. This paper found that managerial trustworthiness was positively related to job performance and organizational commitment via POS and social exchange with the organization; and that POS was related to organizational commitment through social exchange with the organization.

Kalpathy Ramaiyer Subramanian (March 2017) in his research “Employer Employee Relationship and impact on Organization Structure and Strategy ‘has mentioned how organisational structures are created to deploy strategic direction and create competitive advantage. The Objective of this paper is to critically analyze and review how the present day organizations cope up with this situation, to find out the impact on employee- employer relationship and to analyse how modern day organizations cope up with this challenge While strategic constraints can be appreciated or rather needs to be so, organizational flexibility and

adaptability need focus for maintaining a cordial and fruitful relationship. Overcoming environmental challenges is the purpose and motive of organizations and how this is done will vary according to organizational constraints on human resources (employees) and their strategy to deal with Employer and employee relationship.

RESULTS AND DISCUSSION

The various results and discussion highlights the intra-department relationships that cause a healthy relationship in the organisation, level of satisfaction towards communication, motivation and trust aspects, level of satisfaction towards conflict resolution aspect and relationship between the department and the intra-department relationships- a cause for healthy relationship. The detailed analysis and associated interpretations are presented below:

Table 1

Intra-department relationships- a cause for healthy relationship

Degree of Response	No. of Respondents	Percentage
Strongly Agree	25	27.8
Agree	32	35.6
Neutral	27	30.0
Disagree	6	6.7
Strongly Disagree	0	0
Total	90	100.0

Source: Primary Data

Intra-department creates a healthy relationship with one another, because the members communicate with one another regarding the present policy-making decisions and its effective implementation. The effectiveness of implementation depends upon the enhancement of communication. The table 1 shows the intra-department relationships- a cause for healthy relationship. As per the table, 27.8 percent of the respondents strongly agree that there is intra-department relationship

and it has lead them for personal improvement and better human relations, 35.6 percent of the respondents agree, 30 percent of the people are neutral and 6.7 percent of the respondents disagree about the existence of intra-department relationships.

Table 2**Level of satisfaction towards motivational aspect**

Particulars	Strongly Agree(5)	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly Disagree	Total	Likert Value	Rank
Effective utilization of employees' potential by top management	29 (145)	24 (96)	37 (111)	0 (0)	0 (0)	352	0.989	2
Extent of care shown by management towards employees	19 (95)	42 (168)	27 (81)	2 (4)	0 (0)	348	0.978	3
Level of supervisors' motivation towards employees	31 (155)	27 (108)	29 (87)	3 (6)	0 (0)	356	1	1

Source: Primary Data

Table 2 shows the level of satisfaction towards motivational aspect. As per the table, 'Level of supervisors' motivation towards employee's gets the highest priority, followed by 'extent of care shown by management towards employees', and 'effective utilization of employees' potential by top management' stands last while assessing the level of satisfaction towards motivational aspect.

Table 3**Level of satisfaction towards communication aspect**

Particulars	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Total	Likert Value	Rank
Essentials of department communication for mutual understanding	26 (130)	32 (128)	19 (57)	13 (26)	0 (0)	341	0.997	2
Level of upward communication	15 (75)	30 (120)	36 (108)	8 (16)	1 (1)	320	0.936	4
Level of communication among employees-transparent	22 (110)	30 (120)	27 (81)	8 (16)	3 (3)	330	0.965	3
Role of present communication system in creating a supportive trust worthy and honest relationship	20 (100)	38 (152)	26 (78)	6 (12)	0 (0)	342	1	1

Source: Primary Data

Table 3 shows the level of satisfaction towards relationship aspect. As per the table, 'Role of present communication system in creating a supportive trust worthy and honest relationship' gets the highest priority, followed by 'Essentials of department communication for mutual understanding', followed by 'Level of communication among employees-transparent', and 'Level of upward communication' stands last while assessing the level of satisfaction towards communication aspect.

Table 4**Level of satisfaction towards trust aspect**

Particulars	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Total	Likert Value
Trust and caring for one another in organization	17 (85)	33 (132)	36 (108)	4 (8)	0 (0)	333	1
Positive and healthy climate that promote team spirit	16 (80)	35 (140)	35 (105)	4 (8)	0 (0)	333	1

Source: Primary Data

Table 4 shows the level of satisfaction towards trust aspect. The table signifies that the organization is conducive in promoting positive and health climate which in turn promotes team spirit at all levels.

Table 5**Level of satisfaction towards participation aspect**

Particulars	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Total	Likert Value
Communication to employees about the policy decisions	22 (110)	37 (148)	24 (72)	7 (14)	0 (0)	344	1
Effect of changes whether discussed and implemented at all levels	19 (95)	39 (156)	25 (75)	7 (14)	0 (0)	340	0.988

Source: Primary Data

Table 5 shows the level of satisfaction towards trust aspect. The likert value 1 and 0.988 signifies the communication to employees about the policy decisions and the effect of changes discussed and implemented at all levels respectively. The meagre difference between the two helps to understand that a positive climate prevails in the organization.

Table 6

Level of satisfaction towards conflict resolution aspect

Particulars	(5)	(4)	(3)	(2)	(1)	Total	Likert Value	Rank
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
Effectiveness of relationship by resolving conflicts	22 (110)	33 (132)	26 (78)	8 (16)	1 (1)	337	0.955	2
Level of conflicts settled at their immediate levels	12 (60)	41 (164)	26 (78)	11 (22)	0 (0)	324	0.918	3
Appreciations given to employees	29 (145)	31 (124)	24 (72)	6 (12)	0 (0)	353	1	1

Source: Primary Data

Table 6 shows the level of satisfaction towards resolution aspect. As per the table, ‘appreciations given to employees’ bags first rank, ‘Effectiveness of relationship by resolving conflicts’ bags second rank and, ‘Level of conflicts settled at their immediate levels’ is the last in the line while assessing the level of satisfaction towards trust aspect.

Table 7

Relationship between the department and the intra-department relationships- a cause for healthy relationship

Department	Intra-department relation- a cause for healthy relationship					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Finance	2	5	3	0	0	10
Marketing	0	4	3	0	0	7
Production	18	17	19	6	0	60
HR and Admin	5	6	2	0	0	13
Total	25	32	27	6	0	90

Source: Primary Data

Ho: There is no significant association between the department and the intra-department relationships- a cause for healthy relationship.

Chi-Square Test

	Value	Df	Sig. (2-sided)
Pearson Chi-Square	9.965 ^a	9	.353
Likelihood Ratio	13.715	9	.133
Linear-by-Linear Association	.707	1	.401
N of Valid Cases	90		

Chi-square value in the table is significant as its P value (.353) is greater than 0.05. Thus, the null hypothesis of no significant association between the department and the intra-department relationships- a cause for healthy relationship is accepted at 5% significant level.

So, it is concluded that there is a no significant association between the department and the intra-department relationships- a cause for healthy relationship.

FINDINGS

Minimum 32.2 percent of the respondents have agreed that the level of supervisors' motivation towards employees there is high. Nearly 35.6 percent of the respondents are of strong view that the intra-department relationships leads to a healthy relationship. Maximum of the respondents 55.6 percent have agreed that the essentials of departmental communication promote mutual understanding among employees. While analyzing the study, 34.4 percent of the respondents have agreed that proper recognitions and appreciations were given for resolving conflicts by employer to employees. Majority of the respondents 51.1 percent have agreed that adequate support were rendered by environment to express their emotional feelings. Nearly 43.3 percent of the respondents have agreed that they have high level of job satisfaction. By applying chi-square test, it is proved that there was no significant association between the department and the intra-department relationships- a cause for healthy relationship.

SUGGESTIONS

A clear communication strategy can be defined with interrelated and complementing processes weaving together into a cohesive whole. Employees should be provided with enough facts and figures that relate to the achievements of business goals. Managers often prefer not to communicate with employees, and not to share some extremely important information with them, but an effective leader must have no hidden agendas. They must treat employees as stakeholders for the road of success. For an empowerment programme to succeed, the "management pyramid" must be inverted. Old-fashioned managers must step off their pedestals and for the first time serve their subordinates and give up control. Old-fashioned employees must also agree to changes.

CONCLUSION

Internal communication was chosen as the focus of the study because internal conditions create the base for external communication. The quality of the relationship among individuals and different organizational factors can be captured analyzing different behaviours or psychological

states manifested by an individual. Management is the process of achieving organizational objectives through the effective use of resources. At the heart of this process is a concern for organization personnel and this is where human relations enter the picture. Relationships among individual and organizational entities can be categorized on the basis of the level at which the relationship occurs. In fact, individuals interact with their peers, with their supervisor and with the institution as a whole. The need for intra-organizational relationships are found to be the most important factor which helps in the growth of the organization. As, Kali BMH Systems (P) Limited has a good Intra-organizational relationship, the company is able to withstand in fast changing market.

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